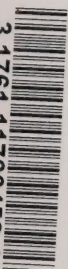


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Canadian Labour Market & Productivity Centre

News Release

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Canadian Labour Market
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Business and labour say Canada cannot afford to exclude women from the economy

Ottawa, March 3 1994. A joint business-labour committee of the Canadian Labour Market and Productivity Centre (CLMPC) says that Canada's labour market policies and social infrastructure have failed to keep pace with today's economic and social realities, especially in relation to women's participation in the labour force and the needs of working families.

CLMPC's Committee on Women and Economic Restructuring is calling for action by government, business and labour to help women participate more equitably in the work force.

The Committee was co-chaired by Jocelyne Côté-O'Hara (President and CEO of Stentor Telecom Policy Inc.) and Nancy Riche (Executive Vice-president of the Canadian Labour Congress).

"I am particularly pleased that, in this International Year of the Family, our *Women and Economic Restructuring* report emphasizes the economic importance of helping employees balance the demands of work and family" states Nancy Riche. "Initiatives like family responsibility leave and the extension of flexible work arrangements for all employees — arrangements that should be negotiated as part of the collective bargaining process where unions exist — help us come to grips with the realities of working life in the 1990s."

Jocelyne Côté-O'Hara points out that "When we talk about economic restructuring, we tend to look at the negative impacts and the need for effective adjustment strategies. But the new economy also presents opportunities for women in fields with growth potential, like biotechnology, information technology, the sciences and engineering".

The report provides timely input from business and labour into the current public policy debate on how to make work more generally available. The Committee's recommendation to carefully examine models of a reduced work week, for example, comes at a time when the federal government has established a process to discuss this issue. This will be an area where further business and labour input will be critical to the development of viable options and models in Canada. The report also highlights the importance to Canada of developing a national program for child care delivery.

The Committee looked at the double handicap faced by women entrepreneurs. While small businesses in general encounter problems obtaining adequate financing and credit from conventional sources, there is some evidence that women entrepreneurs have particular difficulty getting financing for their businesses.

Women are a vital part of the small business sector, with the number of women owners of incorporated businesses more than doubling between 1981 and 1990. Studies have shown that businesses owned by women enjoy a success rate double that of male-owned businesses.

Business and labour are urged to support public awareness campaigns which recognize and promote the achievements of women in business.

The Canadian Labour Market and Productivity Centre is an independent national bipartite organization founded in 1984 to build business-labour consensus and joint approaches to major social and economic issues.

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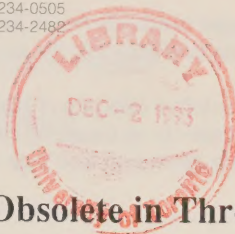
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news release communiqué



Technical Skills Obsolete in Three to Seven Years

Ottawa, November 17, 1993. According to a major report released today:

- Half the skills of technical workers become obsolete within three to seven years after completion of formal education, depending on the area of specialization. This emphasizes the importance of ongoing training as essential to economic performance and growth.
- Fifty-three percent of certified women technicians and technologists surveyed across Canada encountered gender bias in selecting a career, in getting a first job, or in advancing in their profession.
- There was a general trend throughout the 1980s for enrolment in technology programs to fall relative to enrolments in other programs.

These are among the findings contained in the report of the Study Group on Technicians and Technologists, *Tapping Our Potential: Technicians and Technologists of Tomorrow*. The report was released on behalf of the Study Group by the Canadian Labour Market and Productivity Centre.

The Study Group explored several critical areas affecting the training and development of the skilled workforce needed to meet the demands of an increasingly globalized and technological economy.

"What a technologist does, and the technologies she or he uses, may be very different in the year 2000 from what they are today", pointed out Shirley Seward, Chief Executive Officer of the Canadian Labour Market and Productivity Centre. "Training of these highly skilled people must incorporate technological advances and updates to keep skills and knowledge current".

Colleges and technical institutes must tailor their courses and programs to retrain and upgrade technician and technologist skills to meet the needs of local industry. Continuing education and industry-related training through job rotations, internships, educational leaves of absence and other programs are recommended by the Group.

"Designing programs to initially train and constantly update technicians and technologists based on competencies identified by industry is essential to ensuring a skilled workforce. Collaboration with business, industry, and labour is a central philosophy of Canada's colleges and institutes", affirmed William Day, Chair of the Board of Directors of the Association of Canadian Community Colleges.

The Study Group recommends that industry associations promote the concept of "lifelong learning" for all employees as an essential vehicle for preventing obsolescence of technical skills and promoting productivity growth.

One of the key issues confronting the technical professions is the low participation rate of women. Fewer than 10 percent of the country's 135,000 technicians and technologists are women.

Community colleges and industries are urged to actively recruit female students for co-operative education and work experience programs, to facilitate their entry into the job market.

The Study Group recommends that the Council of Ministers of Education promote a revision of science and mathematics curricula in their jurisdictions to encourage all elementary and secondary level students to continue their education in these subjects throughout their high school years.

Another issue examined by the Study Group was the need for national standards for technical and technological professions.

Standardization and rationalization of program titles and specialization would contribute to a better understanding of technical occupations at large, and would promote more effective utilization of our highly skilled technical workforce.

Standards would also create a more consistent educational system, reported the Study Group, which found over 162 technical program titles in Ontario alone.

According to Charles Brimley, Executive Director of the Canadian Council of Technicians and Technologists, "National standards would help industry by ensuring that the products of the education system are clearly understood, so that skills can be matched to needs".

The Study Group on Technicians and Technologists, which brought together representatives from a broad spectrum of business, labour, educational and government organizations as well as representatives from the technical professions, was sponsored in 1990 by the Department of Employment and Immigration, through an Industrial Adjustment Service Agreement. Further support was provided from Industry Science and Technology Canada through the Minister of Science.

A full list of members of the Study Group and the associations, organizations or departments they represented is appended.

The Canadian Labour Market and Productivity Centre, an independent national business-labour organization which works to develop consensus approaches to public policy issues, conducted research and analysis, managed the project, and produced the final report on behalf of the Study Group.

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Association of Architectural Technologists of Ontario

Mr. William E. Stodalak

Association of Canadian Community Colleges

Ms. Mary Hofstetter

Ms. Terry Anne Boyles

Association of Provincial Research Organizations

Mr. Ken Pulfer

Association of Universities and Colleges of Canada

Dr. Gary Locker

Auto Parts Manufacturers Association

Mr. James E. Carter

Canadian Advanced Technology Association

Ms. Janice Schellenberger

Canadian Association of Certified Survey Technicians and Technologists

Mr. Steve Geneja

Canadian Congress for Learning Opportunities for Women

Ms. Susan Witter

Canadian Council of Technicians and Technologists

Mr. Charles Brimley

Canadian Society for Chemical Technology

Dr. Natasha Hollbach

Canadian Union of Public Employees (Canadian Labour Congress)

Mr. Bob Menard

Committee Chair

Mr. Paul King

Employment and Immigration Canada, Industrial Adjustment Services

Mr. Andre Loranger

Industry Science and Technology Canada

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United Steelworkers of America (Canadian Labour Congress)

Mr. John Murphy



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news release communiqué

BUSINESS AND LABOUR MAKE TWENTY - SEVEN JOINT RECOMMENDATIONS FOR ECONOMIC CHANGE

Ottawa, March 10 1993 -- Business and labour have found common ground on several significant directions for economic change in Canada, the Canadian Labour Market and Productivity Centre (CLMPC) said today.

This is shown in the release of a major report entitled *Canada : Meeting the Challenge of Change*. The report was produced by CLMPC's Committee on Economic Restructuring, established in January 1992 to develop business and labour consensus on ways to bring about effective and equitable restructuring of the Canadian economy. The Committee, composed of more than thirty prominent business and labour leaders, makes twenty-seven recommendations reflecting business and labour agreement in the areas of human resource development, innovation, and investment.

The report recognizes that business and labour have different perspectives on some of the underlying causes of the economic problems facing the country, and on the most effective solutions to these problems. Many of these legitimate differences will continue to exist.

At the same time, the two parties have been able to agree in a number of critical areas. This agreement allows business and labour to begin a process together to address some priority issues.

To ensure implementation of the recommendations in the joint report, business and labour plan immediate and practical steps in four areas highlighted in the report: the broader application of technologies in the workplace; programs to help employees, including displaced workers, adjust to the rapidly changing economy; improvement of access to capital for small and medium sized enterprises; and joint approaches to enterprise and workplace reorganization.

A major National Economic Forum in late 1993 or early 1994 will involve the broader business and labour community as well as other key players in economic restructuring, including governments, academics, and special interest groups, and will set the stage for further activities to implement the recommendations put forward by the Committee.

In the report, business and labour agree that the future of the Canadian economy lies in approaches which focus on increasing value-added as a source of new advantage in both domestic and international markets. Both parties further concur that both high productivity and income and employment security are critical and interdependent factors in such a strategy.

The report highlights concrete actions needed to promote a high value-added, ideas-driven approach to economic restructuring, and addresses the roles which business, labour, and governments must play in bringing this about.

"We are confronting the long-term effects of a persistent and painful recession" said Fred Pomeroy, Executive Vice President of the Communications, Energy and Paperworkers Union of Canada, who served as Labour co-chair of the CLMPC Committee. "But the old ways of dealing with recession and recovery are inadequate to meet the challenges of today. In jointly accepting these recommendations, and jointly agreeing to an agenda for change, business and labour are taking the first steps down a new road towards economic and social progress in Canada."

Andre Fortier, President of Kerr Addison Mines and Business co-chair of the Committee, emphasized that "our responsibility for economic change does not end with the publication of this report. Both business and labour participants in this project are committed to implementation of the recommendations we jointly endorsed. We plan to act on our own proposals, and we intend to monitor closely the response of governments to these recommendations."

Shirley Seward, Executive Director and Chief Executive Officer of the Canadian Labour Market and Productivity Centre, believes that business and labour have made a major advance in addressing together many of the key social and economic challenges facing Canada.

"This is not just another report. It is a major breakthrough", Ms Seward said. "The recommendations made by our joint business and labour committee, and our agenda for implementation of these recommendations, highlight a new approach based on consensus and new relationships between business, labour and government."

"While differences exist, and will continue to exist, between business and labour, the report of the Committee on Economic Restructuring reflects unprecedented agreement between the two parties in a number of critical areas."

"Recommendations made jointly by business and labour are very compelling. The challenge is for government to listen."

The key recommendations made by CLMPC's joint business and labour Committee on Economic Restructuring, and an overview of the plan for implementation of the recommendations, are appended.

The Canadian Labour Market and Productivity Centre is an independent national organization created in 1984 to facilitate direct consultation between business and labour in Canada on a broad range of social and economic issues. The CLMPC Board is co-chaired by Bob White, President of the Canadian Labour Congress, and by Tom Savage, Chairman and President, ITT Canada Limited.

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ECONOMIC RESTRUCTURING: A BUSINESS AND LABOUR AGENDA FOR IMPLEMENTATION

Canada : Meeting the Challenge of Change, the final report of CLMPC's joint business and labour Committee on Economic Restructuring, is not "just another report." The more than thirty business and labour leaders on the Committee, and the Board of CLMPC, have developed a joint agenda for implementation of recommendations in four areas:

a. Encouraging and Harnessing Innovation

Technological innovation is a major force driving economic change and restructuring. CLMPC will identify specific actions which business, labour and governments can undertake to encourage a broader adaptation of technology in Canadian goods and services producing industries. Case studies will concentrate on the resources processing, manufacturing and services sectors.

b. Adjustment and Transition Issues : Addressing the Implications of Change

Recent changes in the Canadian economy have been both rapid and profound. While there are positive aspects of economic change, new mechanisms for sharing the benefits and costs of change must be found. CLMPC will explore the practical aspects of adjustment at the workplace level, as well as innovative national, sectoral and workplace level adjustment strategies.

c. Enterprise and Workplace Reorganization

There are many examples of successful enterprise and workplace reorganization in Canada. CLMPC will sponsor a series of "best-practice" workshops across Canada. Management and labour representatives from firms with positive experiences with workplace change will share their experiences and insights with others.

d. Access to Capital for Innovation

Small and medium sized, knowledge-based firms face special problems in gaining access to adequate investment capital from traditional sources. CLMPC will look at alternative sources such as development banks, venture capital corporations, labour-sponsored venture capital funds, and pension funds.

CLMPC is also involved in several research projects and consultations relevant to the broad issue of economic restructuring.

"The Roles of Government in Supporting Effective Labour/Business Initiatives Related to Economic Restructuring" identifies ways in which governments at the federal, provincial and territorial levels can facilitate the efforts of business and labour to implement the recommendations in our report.

"Women and Economic Change" examines the role of women in contributing to and benefiting from economic restructuring.

"Adjusting to Sustainable Development" explores how Canadian industries, workers and regions are adjusting to environmental pressures.

CLMPC will host a **National Forum on the Economy** in late 1993 or early 1994. This major Forum will involve the broader business and labour community as well as other key players in economic restructuring, including governments, academics, and special interest groups. It will set the stage for further activities to implement the recommendations put forward in *Canada : Meeting the Challenge of Change*.

For further information, contact:

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Summary of Recommendations

The findings and recommendations which follow are drawn from the work of the three subcommittees, and represent themes common to all. We believe that they represent important proposals and directions for change that must be addressed rapidly by business and labour, and by governments both as employers and in their capacity as developers of public policy.

The findings and recommendations agreed to by both business and labour are organized into four broad categories:

- key elements of economic restructuring
- business and labour relationships
- business, labour and government relationships
- further steps

KEY ELEMENTS OF ECONOMIC RESTRUCTURING

A Skilled and Adaptable Workforce

Recommendation 1

We recommend that business, labour and other groups work together to improve the quality of basic education, to promote lifelong learning, to encourage a science and technology culture in schools, and to enhance the effectiveness of school-to-work transition. In particular, business and labour should:

1. promote the fundamental importance of providing basic literacy, numeracy and life skills in our education system;
2. provide input on curricula in order to promote the importance of mathematics, science and technology programs and to encourage innovation as an approach to problem-solving;
3. develop ways to communicate more effectively their education and skill needs;

4. provide more career counselling to students;
5. expand apprenticeship and co-op programs;
6. promote new ways to improve the opportunities for science and engineering graduates to move into applied aspects of technology and product development; and
7. help identify and develop the knowledge and skills necessary to promote sustainable development and to exploit its full economic potential.

Recommendation 2

We recommend that enterprises, working with labour, increase investments in training, skill development and enterprise/workplace reorganization in order to increase productivity and employment and income security. Business and labour should promote the importance of these investments within their constituencies.

Recommendation 3

We recommend that business and labour expand joint training programs at the enterprise/workplace and sectoral levels. Such programs complement the public education system and should receive government financial support. Areas for expansion include:

1. workplace-based programs devoted to literacy, numeracy and other basic skills; and
2. sectoral initiatives for upgrading the skills of the existing workforce and for retraining displaced workers.

Recommendation 4

We recommend that business and labour remove systemic barriers and promote greater training and employment opportunities for women, visible minorities, persons with disabilities, Aboriginal Canadians, and those with low levels of education. Specific initiatives which might be considered include:

1. child care;
2. training during working hours;
3. paid education leave;
4. training to deal with and eliminate harassment;
5. flexible working arrangements; and
6. job accommodations for persons with disabilities.

Recommendation 5

We recommend that business and labour, with input from other stakeholders, expand their efforts to develop a nationwide system to harmonize provincial certification and accreditation standards in a broad range of occupational categories.

Recommendation 6

We recommend that business and labour share information on occupational and skill needs through sectoral and regional human resource organizations.

Encouraging and Harnessing Innovation

Recommendation 7

We recommend that business and labour develop and promote, within their constituencies, a strategy to increase the pace of change. In particular, enterprises should:

1. adopt investment strategies aimed at both increasing productivity through quality, innovation and customer service, and improving income and employment security;
2. integrate a longer-term perspective into their business planning to reflect more effectively the economic returns of research, development, and innovation; and
3. adopt a strategy of continuous innovation based both on the development of new technologies and on their acquisition and adaptation.

Recommendation 8

We recommend that business and labour acquire a greater role in ensuring that foreign technologies are adopted in Canada to promote innovation. This could involve a greater role in:

1. the co-ordination of technical and commercial intelligence gathering; and
2. the provision of business and labour advice to governments on trade strategies and in the operation of international business offices.

Recommendation 9

We recommend that governments, with the active involvement and guidance of business and labour, promote domestic innovation through:

1. enhancement of support for, and more effective co-ordination of basic and applied research by public institutions; and
2. promotion of product/process development within the private sector.

Recommendation 10

We recommend that governments use procurement and appropriate assistance measures to promote the growth and development of small and medium-sized technology-intensive companies.

Recommendation 11

We recommend that regional development agencies target innovation. These agencies should also be redesigned to be guided by, and serve, the needs of business, labour, and other stakeholders.

Recommendation 12

We recommend that business, labour and governments promote innovation, both in the development of environmentally friendly products, processes, and practices, and in the environmental goods and services industry. At the workplace and sectoral levels, this can best be achieved through the establishment of joint environmental committees.

Enterprise and Workplace Reorganization

Recommendation 13

We recommend that business and labour expand joint approaches to enterprise and workplace organization and technological change that focus on:

1. a more decentralized approach to decision making and problem solving that incorporates greater employee involvement;
2. quality improvement, innovation and customer service;
3. employment and income security; and
4. equity concerns.

Recommendation 14

We recommend that enterprises develop the national and international networks needed to promote strong linkages within and between sectors. More specifically, firms should:

1. develop effective networks with consumers and suppliers;
2. develop key strategic alliances through activities such as joint ventures and technology sharing arrangements; and
3. forge networks with organizations such as community colleges, universities, research institutes, trade associations, and government.

Recommendation 15

We recommend that governments promote innovation by supporting the development of linkages between firms. In addition, working with business and labour, government should recognize the importance of key linkages between sectors.

Financial Issues

Recommendation 16

We recommend that financial institutions become more knowledgeable of the needs of small and medium sized innovation-intensive firms. In addition, financial institutions and public policies must be responsive to these needs. At the same time, such firms must improve their financial and management skills in order to communicate more effectively with financial institutions.

Recommendation 17

Governments, working with business and labour, should evaluate existing and new sources of capital and should encourage the development and expansion of effective ones. These could include:

1. development banks;
2. venture capital corporations;
3. labour-sponsored venture capital funds, including worker-ownership funds;
4. training funds;
5. social investment funds;
6. community investment funds;

7. pension funds; and
8. tax credit programs.

Economic Structure and Framework Policies

Recommendation 18

We recommend that government macroeconomic policies focus on the objectives of both full employment and low inflation. These policies include both monetary and fiscal policies.

Recommendation 19

We recommend that governments strengthen economic and social infrastructure including areas such as education, communications, transportation, environment, research and development, and health and social programs.

Recommendation 20

We recommend that governments take a stronger and more aggressive stance on trade and economic development policies to promote our national interests and strengthen our economic structure.

Adjusting to Change

Recommendation 21

We recommend that governments, with advice from business and labour, strengthen adjustment and transition policies that will facilitate a business and labour commitment to continuous innovation and change. Recognizing that measures must be flexible enough to meet the differing needs of sectors and individuals, government, working with business and labour, should:

1. re-establish the role of U.I. as income support for individuals by ensuring that training course purchase costs are not shifted from general revenues to the U.I. account;
2. develop standards and funding methods to protect unpaid wages (including vacation pay, pension and benefit premiums, and severance pay) in the event of insolvency and bankruptcy;
3. develop ways to increase the portability of pensions among firms, industries, and employers;

4. establish and harmonize adjustment and transition standards, across Canada, for:
 - advance notice of permanent or long-term layoff;
 - approaches to severance pay for permanent layoffs or plant closures; and
5. develop ways to ensure that the treatment of severance pay by the U.I. Act does not disadvantage recipients of severance pay.

Recommendation 22

We recommend that governments strengthen policies and practices for older workers. In particular governments should:

1. develop specialized counselling services for older workers, especially those who are about to be laid off;
2. expand training and employment opportunities for older workers, with particular emphasis being placed on academic upgrading (high school equivalency); and
3. promote the advantages of retaining older workers and explain how their special needs can be met through phased retirement, part-time employment, flexible work schedules, voluntary job-sharing and compressed work weeks which maintain pro-rated incomes and benefits.

BUSINESS AND LABOUR RELATIONSHIPS

Recommendation 23

We recommend that business and labour promote a high value-added approach to economic restructuring based on increased productivity, security and equity. Business and labour must promote the principles underlying such an approach through their respective organizations and constituencies, and apply it in their planning and ongoing activities.

Recommendation 24

We recommend that business and labour promote and expand effective joint business and labour approaches to economic restructuring at all levels of the economy.

BUSINESS, LABOUR AND GOVERNMENT RELATIONSHIPS

Recommendation 25

We recommend that governments provide financial and other support to joint labour/business initiatives for dealing with economic and social issues at the workplace, sectoral and economy-wide levels.

Recommendation 26

We recommend that governments develop effective ongoing working relationships with existing joint business and labour organizations at the sectoral and economy-wide levels. These organizations have a critical role to play in the following areas:

1. providing advice to government on public policy; and
2. monitoring the implementation of joint recommendations by governments, business and labour.

FURTHER STEPS

Recommendation 27

We recommend that the CLMPC develop an ongoing action plan for implementation of the recommendations in this report.



Canadian Labour Market and Productivity Centre
Centre canadien du marché du travail et de la productivité



news release communiqué

MAJOR SURVEY OF PRIVATE SECTOR TRAINING RELEASED

OTTAWA, 16 February 1993 -- Seventy percent of private sector organizations in Canada provide formal (structured) training in their firms, according to a 1991 National Training Survey released today in Ottawa by the Canadian Labour Market and Productivity Centre (CLMPC). The survey covered private sector employers with two or more employees.

Overall, 36% of private sector employees received training. The average trainee received thirty nine hours, or about one week of training in 1991, the survey found. When the total number of training hours is considered in relation to the total number of employees, the average is about fourteen hours, or two days of training per employee.

There is considerable variation in the types of training provided. Orientation training was provided by 61% of firms, followed by computer training (57%); health and safety training (44%) and managerial training (40%). Only 8% of firms offered literacy, numeracy and basic education training to their employees.

Orientation training accounted for 20% of all training hours, substantially higher than any other single category. For example, training in computers and office equipment accounted for 12%; professional training for 9%; and literacy, numeracy, and basic education for only 2% of all training hours.

One of the key accomplishments of the 1991 National Training Survey was the establishment of definitions of training that were agreed to by both business and labour.

"For the first time in Canada, business and labour have come together to undertake this kind of survey", said Shirley Seward, Executive Director and Chief Executive Officer of CLMPC. "Because both business and labour were involved, the survey will be useful in enhancing private sector training in Canada".

"We now have a national survey that provides comprehensive information on the types of training that are being provided by Canadian employers; and an assessment of the average number of hours Canadian employees spend in training activities", stated labour co-chair of the Steering Committee, Gerard Docquier, and co-chair of the Canadian Labour Force Development Board.

"The results of the 1991 NTS will be of considerable use to bodies such as CLFDB in the context of its mandate to advise the federal government on training policies."

"The 1991 National Training Survey advances our knowledge of the private sector's employee training effort; and marks a consensus approach to the measurement of training, and hopefully, to the way in which we address training issues themselves," said Victor Harris, business co-chair of the Steering Committee and representative of the Canadian Manufacturers' Association.

The Canadian Labour Market and Productivity Centre (CLMPC) is an independent national organization created in 1984 to facilitate direct consultation between business and labour in Canada on a broad range of social and economic issues.

The 1991 National Training Survey was designed and implemented under the direction of CLMPC's joint business and labour Steering Committee by Canadian Facts, an independent survey and research organization. Employment and Immigration Canada funded the project.

Some highlights from the 1991 National Training Survey are attached.

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1991 National Training Survey : Highlights

How is training defined in the 1991 National Training Survey (NTS)?

- Business and labour agreed to define training as "all activities intended to develop employee capabilities and employee skills".
- Structured (formal) training includes all training activities that have a predefined objective; specified content; and a methodology or mechanism for monitoring, supervising, and/or evaluating progress. Structured training, which is definable and measurable, was the principal focus of the survey.
- Unstructured training includes informal, on-the-job training without a structured format. Because unstructured training is not as readily defined or consistently measured as structured training, it was not extensively investigated in this survey.

How many firms provide training?

- Seventy percent of private sector organizations in Canada provide structured training.
- The proportion of firms providing structured training ranged from 67% of those organizations with 2-19 employees to 98% of enterprises employing 500 or more people.

What types of training do these firms provide?

- Orientation training was provided by the largest proportion of firms (61%), followed by computer training (57%), health and safety training (44%) and managerial training (40%). Literacy, numeracy and basic education training was provided to their employees by only 8% of the firms.

What sectors provide training ?

- The proportion of organizations providing structured training, by sector, ranged from 61% in the construction sector to 77% in the manufacturing sector.
- Comparisons between sectors should take into account the different size compositions of the sectors. For instance, 92% of the firms in the construction sector have between 2 and 19 employees, compared to 72% of the firms in the manufacturing sector. Size of organization is an important factor in whether or not a firm provides training. Large firms and small firms differ in how they record and report training, and in the formality of their training planning and budgeting processes.

How many employees received structured (formal) training?

- Overall, 36% of private sector employees received structured training, ranging from 32% of employees in the smallest organizations to 39% of employees in the largest firms.
- The proportion of employees receiving structured training varied by sector, from 23% in transportation to 54% in the retail sector.
- Sales employees were most likely to receive some structured training, with 44% of employees trained in the reporting period; compared to 31% of clerical employees and 27% of executives.

How many hours of structured training were provided by private sector employers?

- When the total number of training hours is considered in relation to the total number of employees, the average per employee is fourteen hours, or about two days of training.
- The average trainee received 39 hours of structured training (about one week) in 1991.
- Orientation training accounts for 20% of all training hours, substantially more than any other single category. The next five largest categories are computers and office equipment(12%); health and safety (11%); managerial training (11%); sales and marketing training (10%) and professional training (9%). Literacy, numeracy and basic education account for only 2% of total training hours.

How do the results of the 1991 National Training Survey compare to those of earlier training surveys in Canada and elsewhere?

- . The 1991 National Training Survey used a different definition of training than earlier surveys. Moreover, its method to seeking responses to questions on training was also unique. Estimates from the 1991 NTS should not be directly compared with those from other training surveys, either in Canada or elsewhere. Instead, the 1991 National Training Survey will function as a baseline against which future surveys of training, applying similar definitions and methods, can be measured.

1991 National Training Survey : Methodology

What firms were surveyed in the 1991 NTS?

- The survey was designed to include all private sector organizations in Canada with over 100 employees, and a random sample of smaller firms.
- Over 17,000 firms participated in Phase One, a telephone survey. This represents an 83% response rate. Nearly 8,000 enterprises responded to the mailed questionnaire which was sent in Phase Two to the 14,000 organizations identified in the telephone survey as providing structured training to their employees.

How were organizations categorized for the purposes of this survey?

Organizations were grouped :

- (a) by number of employees: 2-19; 20-99; 100-199; 200-499; 500+;
- (b) by sector: agriculture/fishing/forestry; mining; construction; manufacturing; transportation; wholesale; retail; finance; and services.
- (c) by region: Atlantic; Quebec; Ontario; Manitoba/Saskatchewan; Alberta; British Columbia; and

The Canadian Labour Market and Productivity Centre (CLMPC) is an independent national organization created in 1984 to facilitate direct consultation between business and labour in Canada on a broad range of social and economic issues.

For further information please contact:

Darlene D. Powell
 Director of Communications
 (613) 234-0505



Canadian Labour Market and Productivity Centre
Centre canadien du marché du travail et de la productivité

Government
Publications

news release communiqué

CLMPC Undertakes Project on the Role of Governments in Supporting Effective Business/Labour Relationships

The Canadian Labour Market and Productivity Centre launched today in Ottawa a new project on the role of governments in supporting effective business/labour relationships. The Centre is undertaking the roles of government project on behalf of the federal, provincial and territorial departments responsible for labour which will provide funding.

This new initiative will build on the results of the CLMPC's current economic restructuring initiative which focuses on the roles which business and labour must play in order to bring about effective and equitable economic restructuring. Through the project launched today, business and labour will focus specifically on their expectations of the roles governments can play in facilitating effective labour-business relationships.

One important objective of the new project is to establish a working dialogue between the Centre's Economic Restructuring Steering Committee of senior business and labour leaders and the sponsoring departments. The project will identify government processes and practices which would support the changes business and labour agree are necessary. Attention will be given also to identifying regional needs and differences which would have an impact on these changes. Based on this dialogue and analysis, the project will make recommendations for the most appropriate role governments can play.

The importance of a project on the roles of government was first discussed in April of this year at a meeting of federal, provincial and territorial Ministers of Labour. At that time the issue of fostering effective labour/management relationships in the context of current challenges facing the Canadian economy was raised. As stated in their communiqué issued following the meeting, the Ministers decided to commission an assessment of the best practices used in facilitating productive labour-management relationships in Canada.



The choice of the Canadian Labour Market and Productivity Centre as the appropriate organization to undertake the study for the Ministers was based on two criteria. First because the CLMPC was seen as a "model of a productive relationship between business and labour" and second this new study will complement and build upon the Centre's important initiative on economic restructuring.

Results of the roles of government initiative are expected in the Spring of 1993.

For further information please contact Ellen Wathen, Director of Communications (613) 234-0505.



Canadian Labour Market and Productivity Centre
Centre canadien du marché du travail et de la productivité

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news release communiqué

CLMPC NAMES NEW LABOUR CO-CHAIR

Mr. Robert (Bob) White, President of the Canadian Labour Congress, has been named as the new labour Co-chair of the Canadian Labour Market and Productivity Centre (CLMPC).

On his appointment, Mr. White said, "Canadian labour has important things to say about the many social and economic issues facing us today. We need meaningful dialogue with our business counterparts. Such dialogue is only meaningful if labour is able to have an impact on the decision making process and our participation results in benefits for workers as a whole. It is for this reason that I have accepted the position of labour Co-chair of the CLMPC."

Bob White began his career in union politics and organizing with the United Auto Workers. By 1959 he was president of UAW Local 636 and in 1960 was appointed UAW International representative and assigned to organizing duties in Canada. In 1972 he became administrative assistant to the UAW director for Canada.

In 1984 Mr. White was at the centre of one of the most dramatic moments in Canadian labour history when the UAW was restructured and the Canadian Auto Workers union (CAW) was born. The founding convention for the new union took place in 1985 and Bob White was acclaimed as the first president.

Mr. White has been awarded doctor of law degrees from York University and the University of Windsor and he has received from the City of Toronto its award of merit.

The Canadian Labour Market and Productivity Centre is a national institution created to promote dialogue between Canada's economic stakeholders on issues of broad social and economic concern. It also promotes the development of joint business/labour recommendations on approaches to improving the operation of the labour market and Canada's productivity performance.

Mr. White will join Mr. Thomas H. Savage, CBE who sits as the Centre's business Co-chair. Mr. Savage is Chairman and President of ITT Canada Limited.

For further information please contact Ellen Wathen, Director of Communications, Canadian Labour Market and Productivity Centre.

Ottawa, August 11, 1992

For immediate release



CLMPC LAUNCHES BUSINESS/LABOUR INITIATIVE ON ECONOMIC RESTRUCTURING

The Canadian Labour Market and Productivity Centre announced today in Ottawa that it is launching a major business/labour initiative on economic restructuring and released the names of the project's Steering Committee members. The objective of this project is for business and labour to discuss and reach consensus on measures to bring about an effective and equitable restructuring of the Canadian economy in order to meet the challenges of the 1990s and beyond.

The CLMPC initiative comes at a time when economic restructuring and adjustment issues are being hotly debated again in this country. The Board of Directors of the CLMPC, in deciding to launch this new initiative, felt that the views and experience of Canada's business and labour communities could, and should, have a major impact on the direction of public policy in this area.

In summing up the decision to undertake this major project, Shirley Carr, President of the Canadian Labour Congress and CLMPC Labour Co-chair, said that the CLMPC believed it was an important initiative as Canada's business and labour communities would share joint responsibility for its outcome. "What makes our initiative unique and what I think will lead to its ultimate success is the fact that this is a joint and independent project on the part of Canada's key labour market partners," said Mrs. Carr. "I believe we are in a position to be more critically constructive and to suggest action that aims not only at the government but the private sector as well," she added.

The Centre's work will review existing research from various organizations and analyze the practices and policies of business, labour, governments and other groups in the economy. Through a consultative process of shared decision making, the participants in the process will build on areas of common concern and interest to formulate recommendations that can deal effectively and equitably with Canada's economic restructuring challenge.

Thomas Savage, Chairman and President of ITT Canada and CLMPC Business Co-chair, pointed to the recent creation of the Canadian Labour Force Development Board (CLFDB) as the successful result of the Centre's earlier work on the Labour Force Development Strategy. "The CLFDB is one of the first real ventures in this country towards collective commitment. I think we have a real opportunity with this new initiative to demonstrate, yet again, the successful results of national consensus-building and to make a significant contribution to the future of our country," stated Mr. Savage.

The project will start with the first meeting of the Steering Committee on January 23rd and 24th, 1992 and will continue through the winter. The initiative will culminate in the fall of 1992 with a national business/labour forum and the subsequent release of the report and recommendations.

The Steering Committee is Co-chaired by Fred Pomeroy, President of the Communications and Electrical Workers of Canada and André Fortier, President and CEO of Kerr Addison Mines Limited. Members of the Steering Committee are listed below. As the work progresses, additional members of the business and labour communities will become involved in the project.

Business Co-Chair

André Fortier
President and CEO
Kerr Addison Mines Limited

Labour Co-Chair

Fred Pomeroy
President
Communications & Electrical Workers of Canada

Committee

Mr. Thomas d'Aquino
President and CEO
Business Council on National Issues

Mr. Guy Dumoulin
Executive Secretary
Building & Construction Trades Department

Mr. Daryl Bean
Canadian Director
Public Service Alliance of Canada

Mr. Clifford Evans
National President
United Food & Commercial Workers
International Union

Ms. Barbara Byers
President
Saskatchewan Federation of Labour

Ms. Germaine Gibara
President
Alcan Automotive Structures

Mr. David Curtis
President
Newfoundland Federation of Labour

Mr. Kenneth W. Harrigan
Chairman and CEO
Ford Motor Co. of Canada Ltd.

Mr. Daniel Damov
Chairman of the Board
Zurich Insurance Company Canada

Ms. Susan Hart-Kulbaba
President
Manitoba Federation of Labour

Mr. Ken Holland
President and CEO
Carte International Inc.

Mr. Brian Scroggs
President
Farmer Construction Limited

Mr. James McCambly
President
Canadian Federation of Labour

Mr. Stephen H. Van Houten
President
Canadian Manufacturers' Association

Mr. Timothy Reid
President
Canadian Chamber of Commerce

Mrs. Jeannine G. Wood
Chairman and CEO
Guillevin International Inc

Ms. Angie Schira
Secretary-Treasurer
B. C. Federation of Labour

The decision to undertake the project is the result of a previous CLMPC initiative. Earlier this year the Centre held a National Business/Labour Forum On the Economy to discuss the issue of restructuring of the Canadian economy and to address the role of business, labour and governments in fostering this restructuring. Forum participants identified the need for national consensus-building on economic policy, and called for further action in this area.

For further information please contact Ellen Wathen, CLMPC, (613) 234-0505.

December 16, 1991



CAI
LA
-NRG

news release communiqué

SURVEY FINDS BUSINESS AND LABOUR MUST WORK TOGETHER TO IMPROVE WORKPLACE TRAINING

OTTAWA: A recent survey, undertaken by the Canadian Labour Market and Productivity Centre, shows that an overwhelming majority of Canada's business (60%) and labour (81%) leaders feel it is critical that business and labour work together to improve training and retraining in the workplace.

The survey, conducted with the assistance of Environics Research Group, deals with questions on education and literacy, apprenticeship and training in the workplace, and the training roles and funding responsibilities of business and labour.

The results of the survey show that business and labour leaders recognize that the top priority for improving international competitiveness is training and education. Overall, 60% of the leaders surveyed said that education and training is either the first or second most important factor in improving competitiveness. In fact, education and training were ranked above many other factors such as lower interest rates, a lower government deficit, and increased R & D spending.

The survey also shows that an overwhelming majority of business (87%) and labour (64%) leaders want employers to be directly involved in providing training and retraining as opposed to simply having a consultative role. At the same time, a large majority of both business (56%) and labour (81%) leaders would like unions to have a direct role in training.

With respect to funding, the survey results show that 64% of business leaders and 82% of labour leaders feel that business should provide funding for training and retraining programs.



The survey also finds that business and labour realize there are important challenges to be faced. In assessing the adequacy of various institutions responsible for educating and training Canadians, many leaders have concerns about the adequacy of workplace training and elementary and secondary school education. This reflects the growing recognition that more workplace training is required, as well as the realization that public schools do not adequately prepare many students for the labour market.

Overall, the results of this leadership survey support those of an earlier CLMPC household survey of over 2,000 Canadians, conducted in March 1989. For further information on the Business and Labour Leadership Survey or the household survey, *Speaking Out on Training*, please contact:

Ellen Wathen
Director of Communications
(613) 234-0505

January 17, 1990



CANADIAN LABOUR MARKET AND PRODUCTIVITY CENTRE ANNOUNCES MEMBERS OF LABOUR MARKET TASK FORCES

Key leaders of Canada's business and labour communities as well as representatives of community colleges, social development organizations and women's groups will begin this week in Toronto, Ottawa and Montreal the first round of summer-long meetings to discuss the design of new training and adjustment programs. Organized by the Canadian Labour Market and Productivity Centre, the meetings are part of a national consultation process on the federal government's Labour Force Development Strategy.

The Canadian Labour Market and Productivity Centre was approached by government to manage, in its capacity as an independent organization, the six-month, country-wide consultation process. The Centre will provide the mechanism through which business and labour and other stake-holder organizations contribute to the design and functioning of labour market policies and programs.

The Task Forces will spend the summer months analyzing federal and provincial training and labour adjustment programs which deal with the following issues: apprenticeship training, co-operative education, human resource planning, programs for U.I. recipients, programs for social assistance recipients, and programs for older workers. Each Task Force will draft a report which will be presented at five national symposia to be held across the country during the fall. The final reports will be amended to reflect the symposia discussions.

The membership of the Task Forces is as follows:

Entry-level Training and Apprenticeship

Jean Pierre Beauquier
Vice-président exécutif
Secrétariat de l'enseignement
professionnel du Québec

Marcia Braundy
Co-ordinator
Kootenay Women in Trades &
Technology Association

Guy Dumoulin
Executive Secretary
Building & Construction Trades Dept.
AFL/CIO

Don Exner
Operations Manager
Degelmen Industries

John Fleck
National Manager, Selection & Placement
Sears Canada Ltd.

John Halliwell
Vice-president
Canadian Construction Association

Al Hatten
National Director of
Employment Initiatives
YMCA Canada

Austin Thorne
Secretary Treasurer
Canadian Federation of Labour

Bob White
President
CAW

Social Assistance Recipients

Daryl Bean
National President
Public Service Alliance of Canada

Marcy Cohen
Canadian Congress for Learning
Opportunities for Women

Ken Murdoch
Director of Programs
Northwest Child and Family
Services

Barry Foster
Vice-president of Human Resources
RCA Inc.

Linda Torney
President
Labour Council of Metropolitan Toronto

Peter Vivian
Vice-president
Business Council on National Issues

Peter Woolford
Senior Vice-president
Retail Council of Canada

Unemployment Insurance Beneficiaries

André Chartrand
Vice-président international
Association internationale des
isolateurs en amiante

Gérard Docquier
Directeur national
Métallurgistes unis d'Amérique

Jean R. Dubé
Vice-président, Ressources humaines
et relations industrielles
Rolland Inc.

Cliff Evans
International Vice-president
United Food and Commercial
Workers' Union

Alphonse Finn
Plant Manager
Pêcheries F.N. Fisheries

Douglas Fowlow
President
Western Community College

Kam Gajdosik
Director
Construction Labour Relations
Association of Manitoba

Elisabeth Plettingberg,
Director of Education,
Canadian Union of Public Employees,

Bill Mann
Vice-president Human Resources
Southam Inc.

Jack Pearpoint
President
Frontier College

Hubert St. Onge
Human Resources Manager
Shell Canada

Douglas Light
President
George Brown College

Jim McCambly
President
Canadian Federation of Labour

Jack J. Munro
President
IWA Canada

Co-operative Education

Bruce Ashton
Apprenticeship Co-ordinator
International Brotherhood of
Boilermakers, Iron Ship Builders,
Blacksmiths, Forgers and Helpers

John Fryer
National President
National Union of Provincial
Government Employees

Susan Hart-Kulbaba
Federation Co-ordinator
Manitoba Federation of Labour

Yves Paré
Directeur général
Fédération des travailleurs
du Québec-Construction

Tom Savage
Chairman and President
ITT Canada Limited

Jim Turk
Director of Education
Ontario Federation of Labour

Dale Landry
President
Holland College

Ken Page
Co-operative Education Co-ordinator
Scarborough Board of Education

Michael Parker
Vice-president Operations
Procor Limited

Susan Witter
Past President
Canadian Congress for Learning
Opportunities for Women
Fraser Valley College

Approaches to Human Resource Planning

Michel Blondin
Assistant au Directeur
District Cinq
Syndicat des Métallos

Tom D'Aquino
President
Business Council on National Issues

Ron Evason
President
The Society of Plastics Industry
of Canada

Ken Georgetti
President
British Columbia Federation
of Labour

Victor P. Harris
Vice-president, Administration
Stelco Inc.

Peggy Hilmer
President
Maggi-B Limited

Dr. Ed Luterbach
President
Red Deer College

Glenn Pattinson
Vice-president, Industrial Sector
Communications and Electrical
Workers of Canada

Robert B. Strother
Vice-president of Human Resources
Noranda Forest Inc.

Older Workers

Bob Colosimo
Vice-president Industrial Relations
CP Rail

Joanne DeLaurentiis
Vice-president and
Director of Public Affairs
Canadian Bankers' Association

Gaston Lafleur
Président - directeur général
Conseil québécois du commerce
de détail

Tim McCarthy
President
New Brunswick Federation of Labour

Tom Norton
Executive Director
Association of Canadian
Community Colleges

Marcel-Guy Pepin
Conseiller syndical
Confédération des syndicats nationaux

Nancy Riche
Executive Vice-president
Canadian Labour Congress

For further information please contact:
Ellen Wathen
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(613) 234-0505.

July 17, 1989

Programme pour les travailleurs âgés

Bob Colosimo
Vice-president Industrial Relations
CP Rail

Joanne DeLaurentiis
Vice-president and
Director of Public Affairs
Canadian Bankers' Association

Gaston Latteur
Président - directeur général
Conseil québécois du commerce
de détail

Tim McCarthy
President
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Tom Norton
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Community Colleges

Marcel-Guy Pepin
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Confédération des syndicats nationaux

Nancy Riche
Executive Vice-president
Canadian Labour Congress

Pour plus de renseignements, veuillez contacter:
Ellen Wathen
(613) 234-0505

le 17 juillet, 1989

Douglas Light
President
George Brown College

Jim McCambly
President
Canadian Federation of Labour
Jack J. Munro
President
IWA Canada

Enseignement coopératif

Bruce Ashton
Apprenticeship Co-ordinator
International Brotherhood of
Boilermakers, Iron Ship Builders,
Blacksmiths, Forgers and Helpers
John Fryer
National President
National Union of Provincial
Government Employees
Susan Hart-Kuibaba
Federation Co-ordinator
Manitoba Federation of Labour

Approches des ressources humaines

Michel Blondin
Assistant au Directeur
District Cinq
Syndicat des Métallies
Tom D'Aquino
President
Business Council on National Issues
Ron Evason
President
The Society of Plastics Industry
of Canada
Ken George
President
British Columbia Federation
of Labour

Yves Paré
Directeur général
Fédération des travailleurs
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Ken Page
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Scarborough Board of Education
Michael Parker
Vice-president Operations
Procor Limited
Susan Witter
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Dr. Ed Luterbach
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Red Deer College

Glenn Patinson
Vice-president, Industrial Sector
Communications and Electrical
Workers of Canada

Robert B. Strother
Vice-president of Human Resources
Noranda Forest Inc.

Programme pour les assistés sociaux

Austin Thorne
Secretary Treasurer
Canadian Federation of Labour
Bob White
President
CAW
Barry Foster
Vice-president of Human Resources
RCA Inc.

Daryl Bean
National President
Public Service Alliance of Canada
Marcy Cohen
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Ken Murdoch
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Linda Torney
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Labour Council of Metropolitan Toronto
Peter Vivian
Vice-president
Business Council on National Issues
Peter Woolford
Senior Vice-president
Retail Council of Canada

Programme pour les prestataires d'assurance-chômage

André Chartrand
Vice-président international
Association internationale des
isolateurs en amiante
Gérard Docquier
Directeur national
Métallurgistes unis d'Amérique
Jean R. Dubé
Vice-président, Ressources humaines
et relations industrielles
Rolland Inc.
Cliff Evans
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Alphonse Finn
Plant Manager
Pêcheries F.N. Fisheries
Douglas Fowlow
President
Western Community College
Kam Gajdosik
Director
Construction Labour Relations
Association of Manitoba
Elisabeth Pietinberg,
Director of Education,
Canadian Union of Public Employees,
Bill Mann
Vice-president Human Resources
Southam Inc.
Jack Pearpoint
President
Frontier College
Hubert St. Onge
Human Resources Manager
Shell Canada



LE CCMTP ANNONCE LA COMPOSITION DES GROUPES DE TRAVAIL SUR LE MARCHÉ DU TRAVAIL

Un certain nombre de figures de proue du monde des affaires et du syndicalisme canadiens ainsi que de représentants de collèges communautaires, d'organismes de développement social et des divers groupes féminins se réuniront cette semaine à Toronto, à Ottawa et à Montréal, pour amorcer une étude qui durera tout l'été et qui portera sur la conception des nouveaux programmes de formation et d'adaptation. Ces réunions, organisées par le Centre canadien du marché du travail et de la productivité, s'inscrivent dans le processus de consultation nationale sur la Stratégie fédérale de mise en valeur de la population active.

Le gouvernement a demandé au Centre canadien du marché du travail et de la productivité de se charger de gérer, en tant qu'organisme indépendant, le processus de consultation nationale, qui s'étendra sur six mois. Le Centre constituera le mécanisme par lequel le patronat et les syndicats et d'autres détenteurs d'enjeux contribueront à la conception et au fonctionnement des politiques et programmes du marché du travail.

Les Groupes de travail consacreront les mois d'été à l'analyse des programmes fédéraux et provinciaux de formation et d'adaptation des travailleurs portant sur les questions suivantes : formation d'apprentissage, enseignement coopératif, planification des ressources humaines, programmes pour les bénéficiaires d'assurance-chômage, programmes pour les assistés sociaux, et programmes pour les travailleurs âgés. Chaque Groupe de travail rédigera un rapport à présenter à cinq symposia nationaux qui auront lieu dans tout le pays à l'automne. Les rapports finaux seront modifiés en fonction des débats des symposia.

Voici la composition des Groupes de travail :

Formation de débutant et apprentissage

Jean Pierre Beauquier
Vice-président exécutif
Secrétariat de l'enseignement
professionnel du Québec

Marcia Brandy
Co-ordinator
Kootenay Women in Trades &
Technology Association

Guy Dumoulin
Executive Secretary
Building & Construction Trades Dept.
AFL/CIO

Don Exner
Operations Manager
Degelmen Industries
John Fleck
National Manager, Selection & Placement
Sears Canada Ltd.
John Halliwell
Vice-president
Canadian Construction Association
Al Hatten
National Director of
Employment Initiatives
YMCA Canada



116 Albert Street

Ottawa, Ontario

BUSINESS AND LABOUR REACH AGREEMENT ON ADJUSTMENT ISSUES

OTTAWA: Key leaders of Canada's business and labour communities concluded yesterday an historic and successful two-day Forum on Adjustment described by participants as a breakthrough in business/labour dialogue.

The Forum reached two overriding conclusions. First, a principal obstacle preventing the development of more effective adjustment policies is jurisdictional fragmentation and often competing objectives among Canada's thirteen governments. Co-operation on an unprecedented level is a prerequisite for managing change effectively. Second, there is a need for a shift away from government towards the labour market partners in the design and delivery of labour market programs. This will require both a more open attitude on the part of governments, and new efforts by business and labour to reach a common understanding of their goals.

Any policy for managing change must balance the needs of employers and workers. Achieving both efficiency and equity in the process of change will require new initiatives which shift the focus of adjustment programs from firms to individuals. In designing these programs, a balance must be struck between short-term measures to assist individuals who are threatened with unemployment and longer-term measures that make the economy more adaptable and therefore reduce the burden of adjustment on individuals.

BACKGROUND ON FORUM

Chaired by former Associate Deputy Minister of Labour Canada, Mr. William (Bill) Kelly, the meeting was organized by the Canadian Labour Market and Productivity Centre (CLMPC) as part of its ongoing series of Business/Labour Forums. The CLMPC is a bipartite organization chaired by Mrs. Shirley Carr, President of the Canadian Labour Congress and Mr. Thomas d'Aquino, President and CEO of the Business Council on National Issues.

The CLMPC Co-chairpersons both praised the work of the Task Force and the process:

Mr. d'Aquino:

The work of the Task Force and the discussion yesterday proves that business and labour can achieve common ground. The real future of both Canada and our relationship lies in the kind of dialogue the CLMPC is now bringing about.

Mrs. Carr:

To work on something as important as this, the members of the Task Force had to create an atmosphere of confidence and I think that confidence was underlined by the way they made their presentations. I can only hope that we can create that kind of confidence in the country as a whole. I think that forums like this one can play a major role in the building of this nation, especially in working toward the goal of full employment that we all share. The process will not be effective, however, without the support and participation of government.

A prime function of the CLMPC is to facilitate direct consultation between business and labour on national economic and social issues. At the Centre's first Forum, on future trade strategies for Canada, participants called for the creation of a Business/Labour Task Force to examine Canada's adjustment policies. As stated in its mandate the Task Force was to "examine the appropriateness of programs, policies and practices dealing with the impact of change on the labour market", and report back to the participants of a future forum.

The Task Force report is the result of a year-and-a-half of deliberations by six senior representatives of the business and labour communities: Jalynn Bennett, Vice-president of the Manufacturers' Life Insurance Co. of Canada; Gerard Docquier, National Director for Canada for the United Steelworkers of America; James McCambly, President of the Canadian Federation of Labour; Roger Phillips, President and CEO of IPSCO Inc.; Nancy Riche, Executive Vice-president of the Canadian Labour Congress and Thomas Savage, Chairman and President of ITT Canada Limited.

The Task Force report and the Forum discussion focussed on three broad topics: policies for managing change and effective means for joint business/labour co-operation to facilitate change.

After a full discussion of international and domestic economic trends, participants in the Forum agreed that existing mechanisms to deal with problems of adjustment are inadequate and that several improvements in current policies and structures are needed. They further agreed that if Canada is to effectively adapt to ongoing change, macro-economic policies conducive to creating full employment and maintaining low inflation are essential.

POLICIES FOR MANAGING CHANGE

The Task Force report discusses several major policies for managing change. The report states that "the underlying principle behind the management of change is that we can best facilitate change when we anticipate it and compensate those who are harmed by it". There was broad agreement that this will require both an acceptance of the inevitability of change and a commitment to reduce the burden of change on individuals.

Changes in Labour Market Programs

Business and labour participants identified the lack of co-ordination between levels of government and government departments as one of the most serious impediments to effective labour market policy. Federal/provincial balkanization was seen as undermining our competitiveness relative to other countries. There was unanimous agreement that inter-governmental co-ordination should be improved. The Forum endorsed the Task Force recommendation that a permanent federal-provincial Council of Ministers responsible for labour market issues be established. This Council should be supported by a federal-provincial secretariat and involve relevant departments with responsibility for labour market issues.

Forum participants recognized the particular adjustment problems faced by older workers. Accordingly they called for renewed efforts to implement an effective nation-wide program to assist older workers facing adjustment problems.

Business and labour also agreed that 1984 changes to treat pension and severance benefits as earnings for unemployment insurance purposes had interfered with the positive adjustment im-

pact of these benefits. Pre-1984 arrangements provided an incentive for older workers to retire early, furthering the adjustment process and ensuring that fewer younger workers would lose their jobs.

Much of the Task Force discussion focussed on training programs. There was agreement that business and labour should step up joint efforts to develop co-ordinated national training strategies. They agreed that the highest priority should be on the development of skills which are useful to more than one employer as well as improved transferability of skill certification between provinces.

The issues of illiteracy and basic skills development were recognized as key priorities. Both business and labour felt strongly that the federal government should assume the lead in creating national programs to address these problems with the co-operation of the provinces and the labour market partners.

A need was also seen for greater collaboration between governments and government departments in developing retraining programs to deal with the growing problem of skill obsolescence. Business and labour agreed that, in particular, the current practice of requiring a waiting period before the unemployed can participate in Canadian Jobs Strategy (CJS) training programs is inhibiting needed retraining.

Providing Financial Resources to Promote Adjustment

The lack of adequate training in the private sector was also recognized as a serious problem by Forum participants. There was consensus that business and labour must work together to find ways to encourage employers to conduct more on-the-job training.

Many participants noted that a serious disincentive to this type of training is the fact that some companies "raid" other employers for skilled workers or rely on immigration rather than operate their own training programs. The consensus was that the solutions are to be found at the industry level, and that voluntary joint training programs would be part of the solution.

Facilitating Industrial Growth and Adjustment

Forum participants recognized that industrial policy plays a major role in the process of economic change and that better coordination of industrial and labour market policies is required to promote adjustment in Canada. They also agreed that government industrial policy assistance should be focussed primarily on sectors whose prospects for long-term competitiveness are favourable.

The CLMPC Task Force emphasized that the reallocation of resources towards sectors of the economy in which they can yield the most lasting economic benefits will produce a better standard of living for society as a whole. They stressed that Canada should build on its existing industrial strengths and promote the development of internationally competitive, high value-added Canadian companies.

To support the development of competitive, technologically sophisticated industries, a stronger national commitment to research and development (R&D) is essential. All business and labour participants agreed that Canada should increase its current low level of R&D spending to a level more commensurate with what our major economic competitors have achieved. In particular,

more must be done by the Canadian private sector to expand R&D, in part through participation of firms in industry-wide research efforts. There was also general consensus that governments in Canada should increase their support for university and college-based research and for the various research councils. To ensure maximum economic returns, research activities in universities, colleges and research councils should be more closely linked to the needs of Canadian industry and communities.

Canada suffers from a lack of co-ordination between industrial and labour market programs bearing on adjustment and from insufficient business and labour input into the design and administration of these programs. Both business and labour participants agreed that, as in so many areas of Canadian public policy, fragmentation of jurisdiction between Ottawa and the provinces and between different federal agencies and departments has undermined efforts to develop coherent policies. Therefore, they accepted the Task Force recommendation that federal regional development agencies be directed to work closely with regional offices of CEIC and appropriate provincial government departments to develop a more coherent set of industrial and labour market programs tailored to meet regional needs.

WORKING TOGETHER

Business and labour participants endorsed the view that significant institutional changes are required to provide a much greater role for business and labour in the policy-making process. As the two principal labour market partners, they should be more actively involved in the actual administration of labour market programs.

Two specific Task Force recommendations relating to the administration of unemployment insurance and other labour market programs were discussed at length. There was unanimous agreement that greater business and labour representation and input in the design and operation of these programs is urgently required. This is one area of the Task Force report which the Forum agreed should be examined in greater detail. Participants recommended that further work on these issues be undertaken through the auspices of the Centre.

The Forum emphasized the valuable role of the federal government's Industrial Adjustment Service (IAS) in facilitating business/labour co-operation on adjustment issues. Participants also agreed that the IAS could be made more effective if its activities were carried out on a direct and continuing basis through a business/labour council. It was felt that IAS funds should be expanded as demand for the program increases.

Finally, under the same theme of greater business/labour input, the Forum endorsed the Task Force recommendation calling for local Labour Market Councils to be co-chaired by labour and business representatives. The Forum agreed that the current system of Local Advisory Committees under the Canadian Jobs Strategy was ineffective and unduly politicised.

CONCLUSION

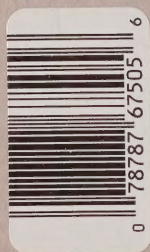
In concluding their deliberations, the Forum participants expressed enthusiasm for the Forum process. They agreed that discussions had been extremely useful and had laid the foundation for constructive business/labour consultations in the future.

There was strong agreement that the Task Force report, entitled Working Together to Manage Change, is a valuable document that will contribute to public discussion of adjustment issues facing Canada. The Forum recommended that the report be updated to incorporate the useful suggestions offered by Forum participants. The report will be released in the near future.

In keeping with the Task Force conclusion that existing skills development programs are inadequate to meet Canada's future labour market requirements, the Centre's Board of Directors decided that the next CLMPC Forum will focus specifically on the issue of education and training for the workplace.

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